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## PERSONNEL ALLOCATION MANUAL AND USER'S GUIDE MUNICIPAL POLICE DEPARTMENTS

The National Highway Traffic Safety Administration (NHTSA) recognizes that allocating personnel for police traffic services among competing demands for law enforcement presents a challenge for local law enforcement agencies. To provide a logical framework for calculating the allocation of staffing, NHTSA developed a series of manuals with step-by-step procedures. The most recent is the *Personnel Allocation Manual (PAM)* and the companion *User's Guide* which were developed for the specific concerns of municipal police departments.

The *Manual* is designed for local law enforcement agencies whose primary mission includes the delivery of police traffic services. It also addresses the effective deployment of officers to reduce or eliminate opportunities for criminal behavior while increasing the likelihood that traffic violators will be quickly apprehended.

The staffing and allocation methods described in PAM are based on a review of current staffing procedures used nationwide by municipal law enforcement agencies. The best procedures were identified, modified, and blended into a comprehensive model for determining appropriate patrol staffing levels and deployment patterns. These procedures were then field tested in 12 municipal law enforcement agencies in Arizona, Florida, Idaho, Illinois, New Jersey, Ohio, Tennessee, and Utah.

PAM addresses limitations that can restrict effective police traffic services, considering an officer's geographical patrol area with the types, times, and places of crashes and crimes. The manual outlines factors needed to make allocation decisions based on conditions and other required tasks. The model

helps answer two key personnel allocation questions.

1. What is the total number of officers (patrol, field supervisors, and staff command personnel) required to provide an acceptable level of service?
2. How should a specific number of officers be allocated by geographic region to maximize agency productivity?

The *Personnel Allocation Manual* (142 pages) has four chapters and one appendix. It describes the staffing and allocation model, contains detailed worksheets, with step-by-step instructions, and considers staffing over several geographic areas.

The *User's Guide* (152 pages) is a reference document for data items and explains procedural questions needed to complete the worksheets in the manual. It will walk police administrators through each required step in completing the worksheets. The Guide outlines the needed data, contains a glossary and abbreviations with notations, shows examples using the worksheets, and describes how the major formulas were derived.

The Personnel Allocation Manual should be required reading for every municipal police manager.

For additional information or for a copy of *Personnel Allocation Manual* and *User's Guide: Municipal Police Departments*, contact: Police Traffic Services Division, NHTSA, NTS-41, 400 Seventh Street, S.W., Washington, DC 20590, or send a fax to (202) 366-7721.



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